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Personnel

**PERFORMANCE MEASUREMENT PROGRAM
FOR UNITED STATES AIR FORCE ACADEMY**

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Chapter 1

INTRODUCTION

1.1. Purpose. This instruction describes the set of performance management indicators, and associated reporting requirements, necessary to indicate successful accomplishment of the mission of the United States Air Force Academy (USAFA), as set forth in AF Policy Directive 36-35, *United States Air Force Academy*.

1.2. AFI Organization. Individual sets of measures, both in aggregate and alone, are designed to provide insight into one of the four major areas identified in AFRD 36-35 *United States Air Force Academy*: Character Development, Educational Development, Leadership Development, and Physical Development. The sets of measures are designed to provide insight into admissions, the performance of the preparatory school and general governance of the USAFA.

1.3. Reporting Requirements. The unique reporting requirements, goals and thresholds are presented within each chapter, along with the appropriate performance measures. In addition, the goals and thresholds associated with each measure are listed in Appendix A of this AFI. Reporting is on primarily an academic year (AY) basis, and reports are required quarterly, by semester, or annually. The total list of reporting requirements by time is listed in **Chapter 9** of this AFI.

1.3.1. Delegation of Performance Management. Individual measures will be managed by USAFA to the pre-established thresholds. Any time a measure is not within the threshold at the required reporting time, USAFA will submit the corresponding raw data (in addition to the pictorial graph/chart) for that measure at that reporting period. The submittal will only indicate that the measure was within the threshold. This reporting procedure will not apply to the following measures:

- Measure 3C1 Sexual Assault Allegations
- Measure 3D Cadet Incident Report
- Measure 3E Cadet Climate Survey
- Measure 5E Graduate Active Duty Performance
- Measure 7D Permanent Party Climate Survey
- The Summary-at-a-Glance Report

1.4. Procedures. All data will be collected based upon the Academic Year (Graduation – Graduation) except as required due to special circumstances that dictate a distinctive reporting period to properly present required information. USAFA will collect and analyze the data required by each of the performance measures, and submit both the pictorial graphs/charts (Para **1.8.**) for each measure and the Summary-at-a-Glance Report (**Chapter 9**) to AF/DPLA. Several measures have predetermined thresholds that will require immediate notification of HAF if they are breached. Any time submittal does not meet or exceed the established goal for a given measure USAFA will include an explanation as to why the goal was not met, and a description of any appropriate corrective action plan.

1.5. Assessment Reports. USAFA will submit an annual Academy Assessment Report covering the Academy and the Academy Preparatory School to AF/DPLA no later than 10 November of each year that

complies with DoDD 1322.22 Section 6, para 6.1, Academy Assessment Report and para 6.2 Preparatory School Assessment Report.

1.6. USAFA Oversight. This Performance Management Program will not limit the flow of information between USAFA and HAF. USAFA may supplement the information required by this AFI with any data USAFA leadership deems is necessary. Conversely, submittal of the information required by this AFI does not eliminate the requirement for USAFA to respond to requests for information from elements of USAFA Oversight, such as the General Officer Steering Committee, the Executive Steering Group, the Board of Visitors, SAF/MR or AF/DP. The complete oversight structure for USAFA is described in AFI 36-3501 *Headquarters Air Force Leadership Guidance for the United States Air Force*.

1.7. Demographics. Demographics are considered in monitoring the results of Air Force leaderships' efforts to enhance performance, sustain excellence in each of the Air Force's core competencies, and to identify indicators of potential personnel concerns.

1.8. Presentation of Performance Measure Data. Data from each performance measure will be presented in the form of pictorial graphs/charts. The graphs/charts will be created and portrayed in a manner that best illustrates what the performance measure was designed to ascertain. To ensure accurate units of comparison, particularly when the base group is susceptible to change, use rates per thousand rather than comparing raw total numbers. To ensure each performance measure provides a broad enough comparison, include a bar (or other graphic illustration) in each graph/chart that represents an average of the preceding years. The ideal average would capture the previous ten years however, at a minimum capture the average of the previous four-years, when available.

Chapter 2

ADMISSIONS MEASURES

2.1. Purpose. Maintain a set of performance measures by which the Academy and Air Force leadership can assess the incoming class of cadets to maximize the Academy's effectiveness in attracting talented applicants from all segments of society and admitting outstanding young men and women who possess the potential to excel during the Academy four year experience and graduate as commissioned officers in service of the Air Force and the nation. The following measures will be used:

2A1 Annual Admissions--Total Applicants

2A2 Annual Admissions--Women

2A3 Annual Admissions--Minorities

2A4 Annual Admissions--By Minority Groups

2A5 Annual Admissions--Recruited Athletes

2A6 Annual Admissions--Potentially Pilot Qualified (PPQ)

2.2. Performance Measurement Area: Annual Admissions. Annual admissions information is one indicator of the ability of USAFA to achieve its mission.

2.2.1. Performance Measure 2A1: Annual Admissions--Total Applicants. This measure presents the number of applications, qualified applicants, candidates, offers, and admitted for each admission cycle. USAFA will present data from the 3 previous years to show a 4-year trend.

2.2.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT the end of the Second Quarter (Jul).

2.2.1.2. Goals and Thresholds. The **goal** for this measure is: Based on Congressional and SECAF guidance and 4-year attrition forecast. The **threshold** is: <2,100 qualified candidates.

2.2.1.3. Rationale. This measures annual admissions to indicate negative or positive trends regarding Academy success attracting qualified candidates to meet the needs of the Air Force.

2.2.2. Performance Measure 2A2: Annual Admissions--Women. This measure presents the number of female applications, qualified applicants, candidates, offers, and admitted for each admission cycle. USAFA will present data from the 3 previous years to show a 4-year trend.

2.2.2.1. Reporting Requirements. Data will be collected, analyzed, and reported by the end of the Second Quarter.

2.2.2.2. Rationale. This measure provides USAFA leadership with indicators of trends in the admissions process regarding gender.

2.2.3. Performance Measure 2A3: Annual Admissions--Minorities. This measure presents the total number of minority (e.g. combined numbers of American Indian or Alaska Native, Asian or Pacific Islander, Black not Hispanic, or Hispanic) applications, qualified applicants, candidates, offers, and admitted for each admission cycle. This measure reflects the number of minorities admitted to USAFA by each academic year. USAFA will present data from the 3 previous years to show a 4-year trend.

2.2.3.1. **Reporting Requirements.** Data will be collected, analyzed, and reported by the end of the Second Quarter.

2.2.3.2. **Rationale.** This measure provides USAFA leadership with indicators of trends in the admissions process regarding the total number of minorities.

2.2.4. **Performance Measure 2A4: Annual Admissions--Minority Group.** This measure presents and compares the number of each minority group (e.g. American Indian or Alaska Native, Asian or Pacific Islander, Black not Hispanic, Hispanic) admitted to USAFA each academic year. USAFA will present data from 3 previous years to show 4-year trend.

2.2.4.1. **Reporting Requirements.** Data will be collected, analyzed, and reported by the end of the Second Quarter.

2.2.4.2. **Rationale.** This measure provides USAFA leadership with indicators of trends in the admissions process regarding the number of each minority category.

2.2.5. **Performance Measure 2A5: Annual Admissions--Recruited Athletes.** A maximum 25% recruited athletes will be admitted to USAFA each year. This measure presents the percent of each entering class that are recruited athletes. USAFA will present data from the 3 previous years to show a 4-year trend.

2.2.5.1. **Reporting Requirements.** Data will be collected, analyzed, and reported by the end of the Second Quarter.

2.2.5.2. **Goals and Thresholds.** The **goal** for this measure is $\leq 25\%$. The **threshold** is $> 25\%$.

2.2.5.3. **Rationale.** This measure will indicate to USAFA leadership its annual compliance with the standard that $< 25\%$ of the entering class will be recruited athletes.

2.2.6. **Performance Measure 2A6: Annual Admissions--Potentially Pilot Qualified (PPQ).** The measure presents the percent of cadets admitted each year who are PPQ and compares it to the percent of those PPQ that are athletes, women, and minorities (e.g. total number of American Indian or Alaska Native, Asian or Pacific Islander, Black not Hispanic, or Hispanic). USAFA will present data from the 3 previous years to show a 4-year trend.

2.2.6.1. **Reporting Requirements.** Data will be collected, analyzed, and reported by the end of the Second Quarter.

2.2.6.2. **Rationale.** To provide trends regarding the pool of candidates the Academy can draw from to meet Air Force pilot requirements.

Chapter 3

CHARACTER DEVELOPMENT MEASURES

3.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the progress of cadet character development:

3.1.1. Maintaining a Cadet Honor Code that establishes in each cadet a sense of personal integrity that will serve as the cornerstone for a life of dedication to our country.

3.1.2. Developing in each cadet a standard of values and those qualities and skills, such as a strong sense of honor, duty, integrity, moral-ethical strength, intellectual interests, discipline, strength of character, the ability to maintain equitable relationships within a diverse workforce, and the ability to build and maintain trust, individually and organizationally, necessary to progressive and continuing development as a person of integrity and a professional military leader.

3.1.3. Teaching cadets that loyalty to the values of the institution of the Air Force must be placed above loyalty to any individual or peers. Commissioning only officers of integrity and outstanding moral character. The following performance measures will be used:

3A1 Honor Cases by Wing

3A2 Honor Cases by Class

3A3 Annual Honor Probation Outcomes

3B Cadet (MEO) Military Equal Opportunity Cases by Category

3C1 Cadet Sexual Assault Allegations

3C2 Sexual Assault Report Formal vs. Confidential

3D1 Cadet Incident Report

3D2 Unfavorable Information File (UIF) Status

3E Cadet Climate Survey Results

3F Interactive Learning

3G Prevention and Awareness Training

3.2. Performance Measurement Area: Honor System. The number of cadet honor violations is one indicator of character development within the Cadet Wing. Note: To ensure data is not misleading, USAFA will include the total number of cadet offenders (i.e. one cadet may commit multiple infractions) and the total number of adjudicated incidents of misconduct where formal action was taken (i.e. allegations vs. confirmed incidents).

3.2.1. **Performance Measure 3A1: Honor Cases--By Wing.** This measure presents the number of honor cases as defined in the Air Force Cadet Wing Honor Code Reference Handbook and USAFAI 36-168. USAFA will present data from the previous 3 years to show a 4-year trend.

3.2.1.1. **Reporting Requirements.** USAFA will be required to collect, analyze and submit this data quarterly and annually. The annual submittal will present annual totals, and be submitted NLT 30 days after the end of the spring semester.

3.2.1.2. **Threshold.** The **threshold** is: Total violations >2% of the cadet population. (Note: a trend of low or no violations could be an indication of tolerance.)

3.2.1.3. **Rationale.** This measure may indicate negative or positive trends in character development.

3.2.2. **Performance Measure 3A2: Honor Cases--By Class.** This measure presents the number of monthly honor cases (e.g. violations, probations, disenrolled, other) for each class. USAFA will present data from the previous 3 years to show a 4-year trend.

3.2.2.1. **Reporting Requirements.** USAFA will be required to collect, analyze and submit this data monthly and annually. The annual submittal will present annual totals, and be submitted NLT 30 days after the end of the Spring Semester.

3.2.2.2. **Thresholds.** The **thresholds** are: Fourth-Class violations >2% of the class population; First, Second, and Third Class violations >1% of the class population. (Note: A trend of low or no violations could be an indication of tolerance.)

3.2.2.3. **Rationale.** This measure will indicate negative or positive trends in Honor Code violations.

3.2.3. **Performance Measure 3A3: Honor Probation Outcomes--By Wing.** This measure compares the number of wing honor probation outcomes in the following category: unsuccessful probation completion. USAFA will present data from the previous 7 years with each report to show an 8-year trend.

3.2.3.1. **Reporting Requirements.** USAFA will be required to collect, analyze and submit this data annually, NLT 30 days after the end of the Spring Semester.

3.2.3.2. **Goals and Thresholds.** The **goal** for this measure is: $\geq 95\%$ successful completion. The **threshold** is: When successful probations are <80% of the number of cadets on probation.

3.2.3.3. **Rationale.** This measure will indicate negative or positive trends in regarding the rehabilitative effect of probation.

3.3. Performance Measurement Area: Cadet MEO Case. MEO cases reflect the degree to which USAFA cadets maintain equitable relationships within a diverse workforce and adhere to Air Force policies concerning discrimination.

3.3.1. **Performance Measurement 3B: Cadet MEO Cases--By Category.** This measure compares allegations and substantiated cases of sexual harassment and unlawful discrimination in the following categories: race, gender, national origin, color, and religion. USAFA will present data from the previous 3 years to show a 4-year trend. Note: USAFA will include the number and nature of sexual harassment allegations and substantiated cases that required the involvement by the Academy Response Team (i.e. as a supplement to MEO involvement); as well as including all cadet complaints, even if the person(s) complained of are faculty and staff or other Air Force personnel.

3.3.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported both quarterly, and annually. The annual submittal will present annual totals and be submitted NLT 30 days after the end of the Spring Semester.

3.3.1.2. **Threshold.** The **threshold** is: >0 MEO cases. (Note: A trend of low or no violations could be an indication of tolerance.)

3.3.1.3. **Rationale.** These indicators enhance leaderships' ability to increasingly narrow their focus until root causes of perceptions of personnel are properly identified and addressed. Leadership also gains invaluable insight about USAFA's culture and environment from the cadets' perspective.

3.4. Performance Measurement Area: Cadet Sexual Assault Allegations. The numbers of alleged sexual assaults are one indication of USAFA cadets' maintenance of equitable relationships within a diverse workforce and adherence to Air Force policies concerning sexual assault.

3.4.1. **Performance Measure 3C1: Cadet Sexual Assault Allegations--By Wing.** This measure includes the number and nature of sexual assaults alleged each month by USAFA cadets and reported to the Academy Response Team (ART). The ART shall confirm that their report includes all allegations reported to them during the relevant period by the Office of Special Investigations (OSI), Security Forces Squadron and any other non-confidential entity. This measure does not include anonymous or confidential reports to the Chaplains or to off-base organizations or any reports of sexual assault that occurred before the cadet arrived at the Academy. USAFA will present data from the previous 3 years with each report to show a 4-year trend. Note: Distinguish between alleged perpetrators that are cadets, other alleged perpetrators associated with the Academy, and alleged perpetrators not associated with the Academy (e.g., off-base civilians etc.). Also, clearly annotate and distinguish allegations of sexual assault from command or judicial determinations that a sexual assault occurred (i.e. perceptions vs. substantiated incidents).

3.4.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported quarterly and annually. The annual submittal will present annual totals and be submitted NLT 30 days after the end of the spring semester. USAFA leadership will immediately notify the SecAF or CSAF any time they become aware of an alleged sexual assault involving a cadet.

3.4.1.2. **Threshold.** The **threshold** is: >0 allegations/month. (Note: a trend of low or no allegations could be an indication that victims are unwilling to report.)

3.4.1.3. **Rationale.** This measure will indicate sexual assault allegation trends.

3.4.2. **Performance Measure 3C2: Sexual Assault Report: Formal vs. Confidential.** This measure will reflect the number of sexual assault allegations made through confidential avenues compared to sexual assault allegations made to non-confidential entities (including the Office of Special Investigations and Security Forces) and submitted as an aggregate report by the Academy Response Team (ART). This only includes reports of sexual assaults that occurred while the victim was a cadet. USAFA will present data from the previous 3 years with each report to show a 4-year trend. Note: Distinguish between alleged perpetrators that are cadets, other alleged perpetrators associated with the Academy, and alleged perpetrators not associated with the Academy (e.g., off-base civilians etc.). Also, clearly annotate and distinguish allegations of sexual assault from command or judicial determinations that sexual assault offenses occurred (i.e. perceptions vs. substantiated incidents).

3.4.2.1. **Reporting Requirements.** Data will be collected, analyzed, and reported quarterly and annually. The annual submittal will present annual totals and be submitted NLT 30 days after the end of the spring Semester. USAFA leadership will immediately notify the SecAF or CSAF any time they become aware of an alleged sexual assault involving a member of USAFA.

3.4.2.2. **Rationale.** This measure will indicate to USAFA leadership a fuller picture of the health of the formal and informal reporting systems.

3.5. Performance Measurement Area: Cadet Incident Report. The number of instances of cadet discipline problems is one indication of the development of cadet character.

3.5.1. Performance Measure 3D1: Cadet Incident Report. This measure will present the number of instances of cadet discipline problems in the Cadet Wing in the following categories: assault, harassment, improper use of government network, drugs, destruction of private/ government property, theft/larceny, DUI/DWAI, providing alcohol to minors, false ID, underage drinking, other alcohol related incidents, "other" (e.g. any misconduct not otherwise stated that would be chargeable under the UCMJ). Data will be displayed for each of the four quarters and will include annual totals in each category. Note: To ensure data is not misleading, USAFA will include the total number of cadet offenders (i.e. one cadet may commit multiple infractions) and the total number of adjudicated incidents of misconduct where formal action was taken.

3.5.1.1. Reporting Requirements. Data will be collected, analyzed, and reported quarterly and annually. The annual submittal will present annual totals and be submitted NLT 30 days after the end of Spring Semester.

3.5.1.2. Goals and Thresholds. The **goal** for this measure is: less than 1% of the cadet population per quarter. The **threshold** is: >2% of cadet population per quarter.

3.5.1.3. Rationale. This measure will indicate negative and positive trends in cadet adherence to Air Force Core Values.

3.6. Performance Measurement Area: Unfavorable Information Files. The number of Unfavorable Information Files (UIFs) created on cadets every semester is an indicator of character development.

3.6.1. Performance Measure 3D2: Unfavorable Information Files--By Class. This measure will present the number of UIFs created each year, by class. Trends regarding the character of the infractions will also be included, by class, for insight into the nature of the cadet behaviors involved. USAFA will report significant trends from the previous 3 years, to show a 4-year trend.

3.6.1.1. Reporting Requirements. Data will be collected, analyzed and reported NLT 30 days following the end of each semester.

3.6.1.2. Goals and Thresholds. The **goal** for this measure is: <.2% of cadet population per semester. The **threshold** is: >.4% of the cadet population per semester.

3.6.1.3. Rationale. This measure will indicate negative or positive trends in cadet adherence to Air Force Core Values and insight into the nature and patterns of inappropriate cadet behavior.

3.7. Performance Measurement Area: Cadet Climate Survey. The Survey is a tool to enhance USAFA leaderships' ability to rapidly identify and correct root causes of misperceptions or negative organizational and interpersonal behaviors/conditions. Consequently, the indicators revealed by the Survey require further exploration by USAFA leadership. The annual Cadet Climate Survey will be conducted IAW AFI 36-2601 and will assess multiple factors. USAFA will send raw data to AFPC/DPA for analysis. AFPC/DPA, in turn, will analyze, store, and submit the results to AF/DPLA. To ensure perceptions of minorities are not overlooked, data should not be presented using an "80% positive – 20% negative rule" as a gauge (i.e. minority groups tend to make up less than 20% of the cadet population). Do not use percentages (present the actual number of cadets/survey responses) when presenting data pertaining to zero tolerance policies (e.g. unlawful discrimination, hostile environment, sexual harassment/assault etc.). Include a sample of both positive and negative cadet comments with the statistical data for each category

of questions to enhance leadership insight into cadet perceptions. Provide root causes of misperceptions or negative organizational and interpersonal behaviors/conditions identified after further exploration of the indicators, corrective measures taken, and the method leadership used to close the feedback loop with cadets.

3.7.1. **Performance Measure 3E: Cadet Climate Survey Results--By Year.**

This measure will consist of the complete data and associated analysis from the annual cadet climate survey.

3.7.1.1. **Reporting Requirements.** Data will be collected and reported to AFPC/DPA in raw form. AFPC/DPA will analyze and report results annually NLT 30 days after the end of the Fall Semester.

3.8. Performance Measurement Area: Interactive Learning Process. The effectiveness of the Center for Character Development (CCD) efforts are enhanced by character based instruction that permeates the USAFA training spectrum and capitalizes on interactive learning processes designed to engage cadets physically, mentally, emotionally, and spiritually.

3.8.1. **Performance Measure 3F: Average Number of Hours--By Class.** This measure presents an analysis of cadet feedback, by class, pertaining to the degree CCD character based instruction permeates the USAFA training spectrum and capitalizes on interactive learning processes designed to engage cadets physically, mentally, emotionally, and spiritually.

3.8.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually NLT 30 days following the end of the spring semester.

3.8.1.2. **Goals and Thresholds.** The **goal** for this measure is: 100% of cadets engage in interactive character based learning processes each year. The **threshold** is: <90% of cadets receive 8 hours of character-based instruction each year.

3.8.1.3. **Rationale.** This measure will indicate negative or positive trends regarding the effectiveness of CCD's approach to character development. It will provide USAFA leadership with a fuller picture regarding the extent CCD permeates the USAFA training spectrum and capitalizes on interactive learning processes that engage cadets physically, mentally, emotionally, and spiritually.

3.9. Performance Measurement Area: Sexual Assault Prevention, and Reporting. USAFA requires annual cadet training on preventing and reporting sexual assault for cadets.

3.9.1. **Performance Measure 3G: Number of Hours for Instructor and Cadets.** This measure presents the number of hours of training cadets receive annually, by class, and the number of hours of training each instructor receives annually. USAFA will present data from the 3 previous years to show a 4-year trend.

3.9.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

3.9.1.2. **Goals and Thresholds.** The **goal** for this measure is: 3 hours per person. The **threshold** is: <90% of either cadets or instructors receive <3 hours of training in a year.

3.9.1.3. **Rationale.** This measure will indicate negative or positive trends in annual training.

Chapter 4

EDUCATIONAL DEVELOPMENT MEASURES

4.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the progress of the educational development of cadets. The following performance measurements will be used to collectively indicate the degree to which USAFA cadets are developing educationally and maximize USAFA effectiveness in:

4.1.1. Providing a broad education in the arts and sciences leading to a Bachelor of Science degree.

4.1.1.1. Orienting, structuring, and maintaining the core academic curriculum, as well as requirements associated with academic majors, to emphasize mastery of the scientific and technical subjects in order to develop Air Force officers who can conceptualize, acquire, test, deliver and sustain new and innovative technologies.

4.1.1.2. Developing future Air Force officers with international insight, foreign language proficiency, and the cultural understanding to meet the requirements of the expeditionary air and space force concept. For those cadets who pursue degrees in the humanities and social sciences, observe stringent requirements for the study of foreign languages.

4.1.1.3. Fostering in each cadet, in the prescribed subject areas, the acquisition of knowledge that focuses on mastery of reasoning processes, clarity of expression, the ability to make sound decisions, and the ability to weigh, integrate, and apply such knowledge and skills to problems of national security and military operations.

4.1.2. Motivating cadets to seek and excel in initial assignments as operational professionals performing the front line warfighting mission of the Air Force before branching off into non-combat related functional career fields.

4.1.3. Developing within each cadet, a thorough understanding of, respect for, and full and active support of military to civilian relationships inherent in military service. The following measures will be used:

4A Academic Review Committees

4B Majors

4C First Assignment of USAFA Graduates by Career Area

4D1 Cadet Grade Point Average By Class

4D2 Cadet Grade Point Average By Specific Group

4E Cadets Placed on Academic Probation

4F Foreign Language Minor

4G Foreign Language Proficiency

4H Foreign Language Enrollments

4I Cultural Understanding

4.2. Performance Measurement Area: Academic Review Committee. The number of cadet records that meet the Academic Review Committee Board is one indicator of the educational development of cadets. Academic Review Committees (ARCs) meet when a cadet's cumulative GPA is below a 2.0, the cadet has a grade of D or lower, or is referred by the DF staff (per criteria established in Curriculum Handbook).

4.2.1. Performance Measure 4A: Academic Review Committees--By Class. This measure presents the number of cadet academic records that are reviewed by the Academic Review Committee (ARC), and the number of cadets that are disenrolled through the ARC process for each class. USAFA will present data from the previous 3 years to show a 4-year trend.

4.2.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

4.2.1.2. Goals and Thresholds. The **goal** for this measure is: $\leq 1\%$ disenrolled annually. The **threshold** is: $> 1\%$ disenrolled annually.

4.2.1.3. Rationale. This measure will indicate positive and negative trends in cadet academic development.

4.3. Performance Measurement Area: Majors. There is a greater need for technical degrees within the senior leadership of the Air Force. It is important for USAFA to be cognizant of the academic degree production process and to emphasize to cadets the importance of obtaining technical degrees in specific areas. This measure will reflect the degree USAFA emphasizes mastery of the scientific and technical subjects in order to develop Air Force officers, who can conceptualize, acquire, test, deliver, and sustain new and innovative technologies in the future.

4.3.1. Performance Measure 4B: Majors--By Class. This measure presents the number of cadets, by class, that are technical majors, non-technical majors, or are undeclared. This data will be compared to the five-year forecast of USAFA's annual production requirements by degree. USAFA will present data from the previous 3 years with each report to show a 4-year trend.

4.3.1.1. Reporting Requirements. Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

4.3.1.2. Goals and Thresholds. The **goal** for this measure is: USAFA's annual production requirements by degree. The **threshold** is: > 2 cadets (or 10% whichever is greater) below the production rate requirement for any degree.

4.3.1.3. Rationale. This measure will indicate how effectively USAFA factors in attrition rates to ensure annual production requirements by degree are met. It will also indicate of how well USAFA graduates will be able to support and advance an increasingly technical Air Force.

4.4. Performance Measurement Area: First Assignment of USAFA Graduates. All USAFA graduates (except those designated by CSAF and SECAF) are to enter the Air Force as 2LTs in operational line AFSCs at the wing level or below.

4.4.1. Performance Measure 4C: First Assignment of USAFA Graduates--By Career Area. This measure presents the number of cadets that receive initial operational assignments in each of the following career areas: pilot, navigator, non-rated operations, base support, other non-rated operations, continuing education, or special duty assignments on an annual basis. It will compare numbers

of males and females and compare numbers of minorities (i.e. total number of all minority categories) and others. USAFA will present data from the previous 3 years to show a 4-year trend.

4.4.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually NLT 30 days following the end of the spring semester.

4.4.1.2. **Goals and Thresholds.** The **goal** for this measure is: 100% at operational wing level and below. The **threshold** is: Any assignment above wing level not approved by CSAF or SecAF.

4.4.1.3. **Rationale.** This measure indicates positive or negative accession trends.

4.5. Performance Measurement Area: Cadet Grade Point Average (GPA). Cadet GPAs are one indicator of the educational development of cadets.

4.5.1. **Performance Measure 4D1: Cadet Grade Point Average (GPA)--By Class.** This measure presents cadet GPA, by class, for each semester. USAFA will present data from the previous 3 years to show a 4-year trend.

4.5.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

4.5.1.2. **Goals and Thresholds.** The **goal** for this measure is: ≥ 2.9 GPA. The **threshold** is: < 2.5 GPA.

4.5.1.3. **Rationale.** This measure indicates positive or negative cadet academic achievement trends.

4.5.2. **Performance Measure 4D2: Grade Point Average (GPA)--By Group.** This measure presents cadet GPA, by male/female, recruited athletes/non-recruited athletes, and minority (i.e. total American Indian or Alaska Native, Asian, Black or African American, Hawaiian or Other Pacific Islander, Hispanic or Latino)/non-minority (i.e. total of all cadets excluding minorities), for each semester. USAFA will present data from the previous 3 years to show a 4-year trend.

4.5.2.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

4.5.2.2. **Rationale.** This may indicate institutional issues warranting further analysis.

4.6. Performance Measurement Area: Cadets Placed on Academic Probation. The number of cadet placed on academic probation is one indicator of the educational development of cadets.

4.6.1. **Performance Measure 4E: Cadets Placed on Academic Probation--By Class.** This measure presents the number of cadets, by class, placed on probation each semester. USAFA will present data from the previous 3 years with each report to show a 4-year trend. Note: To ensure data is not misleading, USAFA will include the total number of applicable cadets (i.e. a cadet may have been placed on Academic Probation more than once).

4.6.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

4.6.1.2. **Goals and Thresholds.** The **goal** for this measure is: 0 cadets on academic probation. The **thresholds** are: 4th Class $>30\%$ on probation, 3rd Class $>20\%$, 2nd Class $>15\%$, 1st Class $>10\%$.

4.6.1.3. **Rationale.** This may indicate positive or negative trends in academic development.

4.7. Performance Measurement Area – Foreign Language (FL) Exposure and Proficiency. USAFA desires to provide foundational foreign language skills to all interested cadets and to create officers with functional proficiency from cadets with special talents and experiences. The number of cadets earning a FL minor and the number of cadets testing 2/2 or higher on the Defense Language Proficiency Test (DLPT) are measures of how well this goal is being attained.

4.7.1. **Performance measure 4F: Foundational Foreign Language Minor--By Year.** Present number of cadets who have earned the FL minor by year and by language.

4.7.1.1. **Reporting Requirements :** Data will be collected, analyzed and reported by annually NLT 30 days following the end of the Spring Semester.

4.7.1.2. **Goal and Thresholds:** The **goal** is: $\geq 15\%$ of each graduating class earns a FL minor. The **threshold** is: $< 10\%$ of cadets graduating with a FL minor.

4.7.1.3. **Rationale.** This will indicate positive or negative trends meeting Air Force language requirements.

4.7.2. **Performance Measure 4G: FL Proficiency as measured by the DLPT--By Year.** Present number of cadets who have scored 2/2 or higher on the DLPT by language.

4.7.2.1. **Reporting Requirements:** Data will be collected, analyzed and reported annually NLT 30 days following the end of the Spring Semester.

4.7.2.2. **Goals and Thresholds :** The **goal** is: $\geq 5\%$ of each graduating class proficient at the 2/2 level as measured by the DLPT. The **threshold** is: $< 3\%$ of cadets scoring 2/2 on the DLPT at graduation.

4.7.2.3. **Rationale.** This will indicate positive or negative trends meeting Air Force language requirements.

4.8. Performance Measurement Area--Foreign Language Enrollment in DoD Investment Languages reflecting current and future USAF operations. The USAF requires greater emphasis on languages that are generally not taught in US high schools, but are spoken in regions of the world reflecting current and future operations. USAFA will emphasize high-priority languages (Arabic, Chinese, and Russian) by shifting enrollments from common languages (German, French and Spanish).

4.8.1. **Performance Measure 4H: Foreign Language Enrollment--By Language.** Present foreign language enrollments by class year and by language, and show historical data for previous three years, with special emphasis on high-priority languages like Arabic, Chinese and Russian.

4.8.1.1. **Reporting Requirements :** Data will be collected, analyzed and reported annually NLT 30 days following the end of the Spring Semester.

4.8.1.2. **Goals and Thresholds.** The **goal** is: 30% of total USAFA enrollments in high-priority languages (Arabic, Chinese, and Russian). The **threshold** is: $< 25\%$ of total enrollments in Arabic, Chinese, and Russian.

4.8.1.3. **Rationale.** This will indicate positive or negative trends reconciling USAFA production and USAF requirements.

4.9. Performance Measurement Area--Cultural Understanding. USAFA desires to improve the cultural understanding and sensitivity of all cadets in preparation for the increasingly expeditionary USAF, employed with coalition forces.

4.9.1. Performance Measure 4I: Cultural Understanding--By Class. This measure will present the number of graduating cadets who have earned a foreign area studies major, the number of cadets who have earned FL minor and the number of cadets who have spent "boots-on-the-ground" time in a non-English speaking foreign country as part of a USAFA research, exchange or foreign visits program. USAFA will show historical data for the previous three years.

4.9.1.1. Reporting Requirements : Data will be collected, analyzed and reported by annually NLT 30 days following the end of the Spring Semester.

4.9.1.2. Goals and Thresholds. The **goal** is: to steadily increase the total number of cadets in each graduating class who have spent time overseas or who have received training in cross-cultural communication. The **threshold** is: a negative trend in these numbers.

4.9.1.3. Rationale. This will indicate positive or negative trends in USAFA efforts to increasingly incorporate multicultural understanding into the officer development system.

Chapter 5

LEADERSHIP DEVELOPMENT MEASURES

5.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the progress of the leadership development of cadets. Successful leadership development for USAFA cadets is crucial to competent behavioral and personal characteristics that will be essential throughout their careers as Air Force officers. The following performance measurements will be used to collectively indicate how USAFA cadets are developing in the basics of leadership:

5.1.1. Training cadets in the basics of leadership so the enduring leadership competencies become internalized behavioral and personal characteristics. These competencies will lay the intellectual foundation and discipline that will be essential throughout their careers.

5.1.2. Developing cadets who aspire to leadership, both at the Academy and as commissioned officers. Developing leaders who can continue to serve the American people with distinction and competence in peace and in war.

5.1.3. Fostering in each cadet an enduring commitment to the career long practice of developing airmen for the future. The following measures will be used:

5A Superintendents List

5B Outstanding Squadron System (OSS) Results

5C Cadets Placed on Conduct/Aptitude Probation

5D Military Review Committee (MRC) and Hearing Officer (HO) Results

5E Operations Air Force & Equivalent Programs

5F Graduate Active Duty Performance

5G1 Military Performance Average--By Class

5G2 Military Performance Average--By Group

5.2. Performance Measurement Area: Superintendent's List. This measure reflects how many cadets make the Superintendent's lists (which requires making the Dean's, Athletic Director's and Commandant's List). Note: To ensure data is not misleading, USAFA will include the total number of applicable cadets (i.e. a cadet may have made the List more than once).

5.2.1. Performance Measure 5A: Superintendents List--By Class. The measure will reflect the number of cadets making the list, further broken down by semester and cadet class. USAFA will present data from the previous three semesters to show a 4-semester trend.

5.2.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

5.2.1.2. **Goals and Thresholds.** The **goal** for this measure is: >6% of the cadet population on Superintendent's List. The **threshold** is: <4% of the cadet population on Superintendent's List.

5.2.1.3. **Rationale.** This measure indicates positive or negative trends regarding excellence in all aspects of cadet life.

5.3. Outstanding Squadron System (OSS) Results. The OSS is one indicator of how the cadets use their leadership skills to enable their respective squadrons to achieve collective goals.

5.3.1. Performance Measure 5B: OSS Results--By Wing. This measure presents the number of squadrons that have achieved an Outstanding score or received an Unsatisfactory score for each 10-lesson period. USAFA will compare the periodic data against the 3-year average of the number of squadrons that achieved outstanding/unsatisfactory scores.

5.3.1.1. Reporting Requirements. Data will be collected, analyzed, and reported at the end of each semester.

5.3.1.2. Goals and Thresholds. The **goal** for this measure is: 0 squadrons unsatisfactory. The **threshold** is: >2 squadrons earning an unsatisfactory.

5.3.1.3. Rationale. This indicates positive or negative trends in squadron performance.

5.4. Performance Measurement Area: Cadets Placed on Conduct and/or Aptitude Probation. The number of cadets placed on conduct and/or aptitude probation is one indicator of the leadership development of cadets.

5.4.1. Performance Measure 5C: Cadets Placed on Conduct and/or Aptitude Probation--By Class. This measure presents the number of cadets placed on conduct and/or aptitude probation each semester by class. USAFA will present data from the previous 3 years to show a 4-year trend. Note: To ensure data is not misleading, USAFA will include the total number of applicable cadets (i.e. a cadet may have been placed on probation more than once).

5.4.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the spring semester will include annual totals.

5.4.1.2. Goals and Thresholds. The **goal** for this measure is: <.5% of the cadet population. The **threshold** is: >2% of the cadet population.

5.4.1.3. Rationale. This indicates positive or negative trends in leadership development.

5.5. Performance Measurement Area: Military Review Committee and Hearing Officer Results. The number of cadets who meet a Military Review Committee each year is one indicator of the leadership development of cadets.

5.5.1. Performance Measure 5D: Military Review Committee and Hearing Officer Results--By Wing. This measure presents the number of cadets (to include demographics) that have met a Military Review Committee (MRC) and/or Hearing Officer and what decision the board rendered. In addition, USAFA will report the number of cadets who were dismissed as a result of a MRC who had met a MRC previously and were retained. USAFA will also include data from the previous 4 years to show as 5-year trend. Note: To ensure data is not misleading, USAFA will include the total number of applicable cadets (i.e. a cadet may have met the MRC more than once).

5.5.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the spring semester will include annual totals.

5.5.1.2. Goals and Thresholds. The **goal** for this measure is: <.1% of the cadet population disenrolled per year. The **threshold** is: >.2% of the cadet population per year.

5.5.1.3. Rationale. This indicates positive or negative trends in leadership development.

5.6. Performance Measurement Area: Operation AIR FORCE & Equivalent Programs. Cadet participation in the Operation AIR FORCE Program and equivalent programs (i.e., select summer research programs and all joint programs) enhance cadet leadership development.

5.6.1. Performance Measure 5E: Operation AIR FORCE & Equivalent Programs--Cumulative Days. This measure will reflect the average number of days cadets, by class, spent participating in Operation Air Force and other equivalent program activities (to include demographics of wing program participants). USAFA will include the number of cadets not meeting established goals and cadet feedback on the programs. USAFA will present data from the previous 3 summers to show a 4-year trend.

5.6.1.1. Reporting Requirements. Data will be collected, analyzed, and reported once per year, at the end of the 3rd quarter.

5.6.1.2. Goals and Thresholds. The **goal** for this measure is: 68 cumulative days by graduation. The **threshold** is: <50 days.

5.6.1.3. Rationale. This measure provides USAFA leadership with an indicator of positive or negative trends regarding participation in Summer Program across the cadet wing.

5.7. Performance Measurement Area—Graduate Active Duty Performance. Surveys of active duty supervisors and commanders of recent USAFA graduates is one indicator of the leadership development of cadets.

5.7.1. Performance Measure 5F: Graduate Active Duty Performance--By Year. Each year supervisor and commanders of recent USAFA graduates will be surveyed to determine the quality of their character, education, leadership, and physical development based on each graduates performance as active duty officers. USAFA will send raw data to AFPC/DPA for analysis. AFPC/DPA, in turn, will analyze, store, and submit the results to AF/DPLA.

5.7.1.1. Reporting Requirements. Data will be collected and reported to AFPC/DPA in raw form. AFPC/DPA will analyze and report results annually NLT 30 days after the end of the Spring Semester.

5.7.1.2. Rationale. This captures feedback from the field regarding the quality of cadet leadership development.

5.8. Performance Measurement Area--Military Performance Average (MPA). Cadet MPAs are one indicator of the military and leadership development of cadets.

5.8.1. Performance Measure 5G1: Military Performance Average (MPA)--By Class. This measure presents cadet MPA, by class for each semester.

5.8.1.1. Reporting Requirements. Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

5.8.1.2. Goals and Thresholds. The goal for this measure is: 2.9 MPA. The threshold is: <2.5 MPA.

5.8.1.3. Rationale. This may indicate institutional issues warranting further analysis.

5.9. Performance Measure 5G2: Military Performance Average (MPA)--By Group. This measure presents cadet MPA, by class for each semester. In addition, display MPAs by male/female, recruited athletes/non-recruited athletes, and minority (e.g. American Indian or Alaska Native, Asian, Black or African American, Hawaiian or Other Pacific Islander, Hispanic or Latino)/non-minority (i.e. total of all cadets excluding minorities).

5.9.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

5.9.2. **Rationale.** This may indicate institutional issues warranting further analysis.

Chapter 6

PHYSICAL DEVELOPMENT MEASURES

6.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the progress of the physical development of cadets. The following performance measures will be used to collectively indicate how the cadets are progressing in physical development:

6.1.1. Conducting an intensive and progressive program of physical education that achieves and sustains a high standard of physical fitness, acquisition of lifelong athletic skills and a desire to continue post-collegiate athletic endeavors that foster a lifelong commitment to fitness.

6.1.2. Providing intramural, intercollegiate, and club athletic programs that entail participation by all cadets, contributing to a lifelong commitment to fitness, while providing leadership and character development opportunities and teaching them how to work in teams to achieve goals in a high stress environment. The following measures will be used:

6A1 Average PFT Score By Class

6A2 Average PFT Score Graduating Class Trend

6A3 Average PFT Score Graduating Class Gender Trend

6B Physical Education Review Committee

6C Cadets Placed on Athletic Probation

6D Physical Education Aptitude By Wing

6.2. Performance Measurement Area: Average Physical Fitness Test (PFT) Score. Average PFT scores are indicators of the physical development of cadets. Since proficient senior cadets are not required to take the PFT in their spring semester (they now take the Air Force Commissioning Fitness Test), Spring semester PFT measures will consist of Spring scores for freshman, sophomore, and junior cadets and Fall semester scores for senior cadets. Fall semester measures used for cadets unable to test in the Spring (medical excusal, etc.). USAFA will present data from the previous 3 years to show a 4-year trend.

6.2.1. Performance Measure 6A1: Average PFT Score--By Class. This measure shows the average PFT score for each class at the end of each semester.

6.2.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

6.2.1.2. **Goals and Thresholds.** The **goal** for this measure is: ≥ 350 points. The **thresholds** are: 1st Class – < 315 points, 2nd Class – < 310 points, 3rd Class – < 300 points, 4th Class – < 290 points.

6.2.1.3. **Rationale.** This measure provides USAFA leadership with an indicator of cadet physical fitness.

6.2.2. Performance Measure 6A2: Average PFT Score for Class of 20XX--By Year. This measure shows how the physical fitness of the graduating class (as measured by the PFT) changed throughout their 4 years at USAFA. Since proficient senior cadets are not required to take the PFT in their Spring semester (they now take the Air Force Commissioning Fitness Test), Spring semester PFT measures will consist of Spring scores for the freshman, sophomore, and junior years and Fall

semester data for their senior year. Fall semester scores will be used for cadets unable to test in the spring (medical excusal, etc.). Any of these cadets who do not take the PFT during a given AY will not figure in the calculation for that AY, but will remain in the calculation for any other AYs in which they took the test.

6.2.2.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of the Spring Semester.

6.2.2.2. **Goals and Thresholds.** The **goal** for this measure is: ≥ 350 points. The **thresholds** are: 1st Class <315 points, 2nd Class <310 points, 3rd Class <300 points, 4th Class <290 points.

6.2.2.3. **Rationale.** This measure may indicate positive or negative trends regarding cadet physical development.

6.2.3. **Performance Measure 6A3: Average PFT Score for Class of 20XX--By Gender.** This measurement shows how the physical fitness of the graduating class, by gender, (as measured by the PFT) changed throughout their 4 years at USAFA. Since proficient senior cadets are not required to take the PFT in their Spring semester (they now take the Air Force Commissioning Fitness Test), Spring semester PFT measure will consist of Spring scores for the freshman, sophomore, and junior years and Fall scores for their senior year. Fall semester scores will be measured for cadets unable to test in the Spring (medical excusal, etc.). Any of these cadets who do not take the PFT during a given AY will not figure in the calculation for that AY, but will remain in the calculation for any other AYs in which they took the test.

6.2.3.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of the Spring Semester.

6.2.3.2. **Rationale.** This measure may indicate trends regarding cadet physical development.

6.3. Performance Measurement Area: Physical Education Review Committee (PERC). The number of cadets who meet the Physical Education Review Board is one indicator of the physical development of cadets.

6.3.1. **Performance Measure 6B: Physical Education Review Committee (PERC)--By Outcome.** This measure will present the number of cadet records that meet the PERC each year, to include the number of cadets disenrolled through this process. In addition, USAFA will report the number of cadets who were dismissed as a result of a PERC who had met a PERC previously and were retained. USAFA will present data from the previous 4 years to show a 5-year trend. Note: If threshold is exceeded, USAFA will provide the number of cadet records, by class, that met the PERC.

6.3.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

6.3.1.2. **Goals and Thresholds.** The **goal** for this measure is: 0 cadets meeting the PERC. The **threshold** is: >1% of the wing meet PERC annually.

6.3.1.3. **Rationale.** This may indicate institutional issues warranting further analysis.

6.4. Performance Measurement Area: Cadets Placed on Athletic Probation. The number of cadets placed on athletic probation is one indicator of the physical development of cadets.

6.4.1. **Performance Measure 6C: Cadets Placed on Athletic Probation--By Wing.** This measure presents number of cadets placed on probation each semester. USAFA will present data from the previous 7 semesters to show a 4-year trend.

6.4.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of each semester.

6.4.1.2. **Goals and Thresholds.** The **goal** for this measure is: 0 cadets on athletic probation. The **threshold** is: >10% of wing on athletic probation.

6.4.1.3. **Rationale.** This measure may indicate positive or negative trends regarding cadet physical development.

6.5. Performance Measurement Area: Physical Education Aptitude (PEA). PEA scores are one indicator of the physical development of cadets.

6.5.1. **Performance Measure 6D: Physical Education Aptitude (PEA)--By Wing.** This measure presents the physical fitness/athletic aptitude of cadets for the academic year. USAFA will present data from the previous 7 semesters to show a 4-year trend.

6.5.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of the Spring Semester.

6.5.1.2. **Goals and Thresholds.** The **goal** for this measure is: >30% of cadet wing with >3.0 PEA. The **thresholds** are: <10% of cadet wing with >3.0 PEA.

6.5.1.3. **Rationale.** This measure may indicate positive or negative trends in cadet physical development overall.

Chapter 7

GENERAL GOVERNANCE MEASURES

7.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the progress of activities that don't directly assess cadet development. The following performance measurements will be used collectively to indicate progress in the general governance of USAFA and are intended to measure how USAFA accomplishes the following:

7.1.1. Organize and employ personnel, equipment, communications, and facilities as necessary to accomplish the USAFA mission through effective planning, directing and controlling of USAFA personnel and operations. The following measures will be used:

7A USAFA Attrition

7B Honor Cases Processing Times

7C Faculty and Staff Demographics

7D Permanent Party Climate Survey

7E Voluntary Disenrollment

7F Medical Turn-back

7G Administrative Turn-back

7H Significant Event Reporting

7I OSI Investigation Timeliness

7J Tour Lengths

7.2. Performance Measurement Area: Annual Attrition. Attrition trend data provides indicators that enable USAFA to narrowly define cadet dynamics requiring leadership attention.

7.2.1. Performance Measure 7A: Annual Attrition--By Class. This measure presents attrition rates of each class by category of Basic Cadet Training (BCT), Voluntary, and Involuntary. Data presented for the 3rd, 2nd, and 1st Classes will reflect cumulative data since the beginning of their Basic Cadet Training period. USAFA will include provide demographic data (e.g. gender, American Indian or Alaska Native, Asian, Black or African American, Hawaiian or other Pacific Islander, Hispanic or Latino) pertaining to attrition rates to provide a fuller picture for leadership. USAFA will present data from the previous 3 years to show a 4-year trend.

7.2.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT 30 days following the end of each semester. The report for the Spring Semester will include annual totals.

7.2.1.2. Goals and Thresholds. The **goal** for this measure is: $\leq 25\%$ cumulative, by class. The **thresholds** are: 4th Class $\geq 11\%$, 3rd class $\geq 6\%$, 2nd Class $\geq 5\%$, 1st Class $\geq 3\%$.

7.2.1.3. Rationale. This measure provides USAFA leadership with positive or negative trends regarding attrition.

7.3. Performance Measurement Area: Honor Case Processing Times. Processing time of honor cases is one indicator of the governance of the Honor System. The goal is 60-days total processing from the time, after clarification, that a cadet is alleged to have violated the honor code until the case is completed. Completion is defined as the time when final decision is reached by the appropriate USAFA authority.

7.3.1. Performance Measure 7B: Honor Cases Processing Times--By Wing. This measure presents the average processing time of honor cases each month, as well as a summary of every case that exceeded 90 days. USAFA will present data from the 2 previous years to show a 3-year trend.

NOTE: USAFA will also provide present the average processing time of disenrollment cases each month.

7.3.1.1. Reporting Requirements. Data will be collected, analyzed, and reported quarterly. In addition, USAFA will submit a monthly report to SAF/MRM showing any case currently over 90 days along with an explanation for the excessive processing time, and a projection for completion of each case. If no honor cases exceed the 90-day limit, no monthly report to SAF/MRM is required.

7.3.1.2. Goals and Thresholds. The **goal** for this measure is: all cases processed in ≤ 60 days. The **threshold** is: 1 or more cases taking ≥ 90 days to process.

7.3.1.3. Rationale. This measure provides USAFA leadership with positive or negative trends regarding the efficiency of the honor system.

7.4. Performance Measurement Area: Faculty and Staff Demographics. Maintaining a healthy mix of backgrounds on the USAFA faculty and Staff could be important to the overall development of cadets.

7.4.1. Performance Measure 7C: Faculty and Staff Demographics. This measure presents the percent of the USAFA Faculty and Staff (excluding 10 ABW personnel) that are AFA graduates/non-AFA graduates, minorities (e.g. American Indian or Alaska Native, Asian, Black or African American, Hawaiian or Other Pacific Islander, Hispanic or Latino) /non-minorities, male/female, and rated/non rated, civilian faculty (not retired military)/civilian faculty (retired military). USAFA will present data from the 3 previous years to show a 4-year trend.

7.4.1.1. Reporting Requirements. Data will be collected, analyzed, and reported NLT 30 days following the end of the Spring Semester.

7.4.1.2. Rationale. This may indicate institutional issues warranting further analysis.

7.5. Performance Measurement Area: Permanent Party Survey Results. One indication of the success of the governance of USAFA is the results of the annual survey of permanent party members.

7.5.1. Performance Measure 7D: Permanent Party Climate Survey--By Year. This measure presents the complete results and analysis for the annual permanent party survey. The survey is a tool to enhance USAFA leaderships' ability to rapidly identify and correct root causes of misperceptions or negative organizational and interpersonal behaviors/conditions. Consequently, the indicators revealed by the survey require further exploration by USAFA leadership. The annual climate survey will be conducted IAW AFI 36-2706. USAFA will send raw data to AFPC/DPA for analysis. AFPC/DPA, in turn, will analyze, store, and submit the results to AF/DPLA. To ensure perceptions of minorities are not overlooked, data should not be presented using an "80% positive – 20% negative rule" as a gauge

(i.e. minority groups (e.g. American Indian or Alaska Native, Asian, Black or African American, Hawaiian or Other Pacific Islander, Hispanic or Latino) tend to make up less than 20% of the population). Do not use percentages (present the actual number of cadets/survey responses) when presenting data pertaining to zero tolerance policies (e.g. unlawful discrimination, hostile environment, sexual harassment/assault etc.). Include a sample of both positive and negative comments with statistical data for each category of questions to enhance leadership insight into perceptions. Provide root causes of misperceptions or negative organizational and interpersonal behaviors/conditions identified after further exploration of indicators, corrective measures taken, and the method leadership used to close the feedback loop with permanent party.

7.5.1.1. **Reporting Requirements.** Data will be collected and reported to AFPC/DPA in raw form. AFPC/DPA will analyze and report results annually NLT 30 days after the end of the Spring Semester.

7.5.1.2. **Rationale.** This measure may provide indicators that lead to root causes of misperceptions or negative organizational and interpersonal behaviors/conditions. It also may indicate the need for adjustments in leadership's response to indicators.

7.6. Performance Measurement Area: Voluntary Disenrollment. The desire of cadets to depart the Academy of their own volition can be an indication of management of USAFA, and USAFA responses to various cases could provoke analysis that may identify issues not otherwise apparent.

7.6.1. **Performance Measure 7E: Voluntary Disenrollment--By Class.** This measure presents the raw numbers for voluntary disenrollment, by class, and may include the former cadet's rationale for leaving.

7.6.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually.

7.6.1.2. **Rationale.** This may indicate areas within USAFA requiring additional exploration.

7.7. Performance Measurement Area: Medical Turn-back. In the course of the USAFA program, some cadets develop medical conditions affecting their ability to successfully participate in Academy activities. Those cadets who desire to complete their education with USAFA but need time to recover are turned-back medically. The number of cadets in medical turn-back status and the reason why can be an indication of management of USAFA, and USAFA responses to various cases could provoke analysis that may identify issues not otherwise apparent.

7.7.1. **Performance Measure 7F: Medical Turn-back--By Reason.** This measure presents raw numbers of cadets who have been medically turned back, by reason for the turn back (injury, pregnancy, etc.)

7.7.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

7.7.1.2. **Rationale.** This may indicate areas within USAFA requiring additional exploration.

7.8. Performance Measurement Area: Administrative Turn-back. In the course of completing the rigors of the USAFA program, some cadets are administratively turned back. Those cadets who desire to complete their education with USAFA but need time to address other issues are turned-back administratively. The number of cadets in administrative turn-back status and the reason why can be an indication of

management of USAFA, and USAFA responses to various cases could provoke analysis that may identify issues not otherwise apparent.

7.8.1. Performance Measure 7G: Administrative Turn-back--By Reason. This measure presents raw numbers of cadets who have been administratively turned back, by reason for the turn back (family emergency, hardship, etc.)

7.8.1.1. Reporting Requirements. Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

7.8.1.2. Rationale. This may indicate areas within USAFA requiring additional exploration.

7.9. Performance Measurement Area: Significant Incident Reporting. It is imperative senior Air Force leaders are informed of significant incidents in a timely manner.

7.9.1. Performance Measure 7H: Significant Incident Reporting. This measure presents the amount of time that transpires when **anyone** in the USAFA chain of command becomes aware of a significant incident until either the SecAF or CSAF have been notified.

7.9.1.1. Reporting Requirements. Data will be collected, analyzed, and reported on a quarterly basis.

7.9.1.2. Rationale. This measure will indicate positive or negative trends in USAFA's senior leader notification process.

7.10. Performance Measurement Area: OSI Investigation Times. OSI investigations must be accomplished in a timely manner to enhance USAFA leadership efforts to instill good order and discipline.

7.10.1. Performance Measure 7I: OSI Investigation Times. OSI will track and report the elapsed time from the moment OSI is notified of an incident that requires investigation until the report of the investigation is delivered to USAFA leadership.

7.10.1.1. Reporting Requirements. Data will be collected, analyzed, and reported on an annual basis.

7.10.1.2. Rationale. This measure will indicate positive or negative trends in OSI investigation timeliness.

7.11. Performance Measurement Area: Tour Lengths. USAFA tour lengths should be limited to prevent the Academy from being insulated from the operational Air Force and a broader range of experiences and perspectives. This measure will include all Sequential Tour Officers (STO) and Permanent Professors.

7.11.1. Performance Measure 7J: Tour Lengths. This measure presents the number of enlisted personnel with over 4 years time on station and the number of officers with over 3 years time on station at USAFA.

7.11.1.1. Reporting Requirements. Data will be collected, analyzed, and reported annually NLT 30 days following the end of the Spring Semester.

7.11.1.2. Rationale. This measure will indicate positive or negative trends regarding success of measures to prevent USAFA from being insulated from the operational Air Force.

Chapter 8

USAFA PREPARATORY SCHOOL MEASURES

8.1. Purpose. Maintain a set of performance measures by which the Academy and AF leadership can assess the accomplishment of the USAFA Preparatory School mission. The following performance measurements will be used collectively to indicate progress and maximize USAFA effectiveness:

8.1.1. Motivating, preparing, and evaluating selected candidates in an academic, military, moral, and physical environment, to perform successfully at USAFA. The following measures will be used:

8A Preparatory School Admission of Selected Groups--By Prep School Class Year

8B USAFA Entry Rate of Prep School Graduates--By USAFA Class Year

8C USAFA Entrance Rate of Selected Preparatory School Groups--By USAFA Class Year

8D USAFA Graduation--Prep School vs. Direct Entry--By USAFA Class Year

8.2. Performance Measurement Area: Preparatory School Admissions. The admissions information is one indicator of the ability of USAFA to achieve its mission

8.2.1. **Performance Measure 8A:** Preparatory School Admission of Selected Groups--By Prep School Class Year. This measure presents the percentage of the incoming Prep School Cadets candidates by the following categories: Prior Service, Minorities, Women and Recruited Athletes. USAFA will present data from the 3 previous years to show 4-year trend.

8.2.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT end of third quarter, once per year.

8.2.1.2. **Rationale.** This measure provides USAFA leadership with trends in the prep school admissions process.

8.3. Performance Measure Area: Prep School to USAFA Entrance Ratio. The percentage of Prep School students that eventually enter USAFA is an indicator of the success of the Prep School mission.

8.3.1. **Performance Measure 8B: USAFA Entry Rate of Prep School Graduates--By USAFA Class Year.** This measure presents the percent of Prep School students who start as cadets at USAFA. The percentage is determined by taking the number of Prep School students that start USAFA training divided by the number of Prep School students in the Prep School entrance class. USAFA will present data from the previous 3 years to show a 4-year trend.

8.3.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT end of third quarter, once per year.

8.3.1.2. **Goals and Thresholds.** The **goal** for this measure is: 70%. The **threshold** is: <67% but not >80%.

8.3.1.3. **Rationale.** This measure provides USAFA leadership with the entrance ratio for prep school attendees. This information may indicate strengths or areas for improvement in the prep school program.

8.4. Performance Measurement Area: Prep School to USAFA Entrance Rate--By Groups. Admissions information is one indicator of the ability of USAFA to achieve its mission

8.4.1. **Performance Measure 8C: USAFA Entrance Rate of Selected Preparatory School Groups--By USAFA Class Year.** This measure presents the percentage of each specific group of Prep School cadets (e.g. women, minorities, prior-service, athletes) admitted to USAFA. USAFA will present data from the 3 previous years to show 4-year trend.

8.4.1.1. **Reporting Requirement.** Data will be collected, analyzed, and reported NLT end of third quarter, once per year.

8.4.1.2. **Rationale.** This measure provides USAFA leadership with trends in the admissions process.

8.5. Performance Measurement Area: USAFA Graduation Rate--Preparatory School vs. Direct Entry. One indicator of the accomplishment of the Prep School mission is the rate at which Prep School students graduate from USAFA, as compared to the rate at which non-Prep School USAFA cadets graduate.

8.5.1. **Performance Measure 8D: USAFA Graduation--Prep School vs. Direct Entry--By USAFA Class Year.** This measure presents the graduation rate of Prep School students from USAFA, and compares it to the graduation rate of USAFA cadets who entered USAFA directly. USAFA will present data from the previous 3 years to show a 4-year trend

8.5.1.1. **Reporting Requirements.** Data will be collected, analyzed, and reported NLT 30 days following the end of the Spring Semester.

8.5.1.2. **Goals and Thresholds.** The **goal** for this measure is: within 5% of the direct entry graduation rate. The **threshold** is: not <5% of the direct entry graduation rate.

8.5.1.3. **Rationale.** This measure provides USAFA leadership with information that may indicate the effectiveness of the prep school to produce cadets capable of graduating from the USAFA.

Chapter 9

SUMMARY-AT-A-GLANCE REPORT AND PERFORMANCE THRESHOLDS

9.1. Purpose. To provide a quick summary to top AF leadership of the status of the accomplishment of the USAFA mission by providing a color-coded visual chart reflecting the positive and/or negative trends.

9.2. Summary-at-a-Glance Report. The Summary-at-a-Glance Report will consist of the charts below, and will be developed and submitted during each reporting period. The information to be included in each submittal is depicted in the charts below. The appropriate color will be determined by referencing the thresholds in paragraph 9.3. Where no threshold would be applicable to a category, or law prevents a goal/threshold, there will be no associated color. For each of the measures, a pictorial chart must be submitted along with the Summary at a Glance Report, so that each level of leadership is provided with detailed information on the measurement if they choose to “drill down” into an issue.

9.2.1. Summary-at-a-Glance Report For Measures Due Quarterly.

2A1: Annual Admissions--Total Applicant (end of 2nd Qtr; once/year)

2A2: Annual Admissions--Women (end of 2nd Qtr; once/year)

2A3: Annual Admissions--Minorities (end of 2nd Qtr; once/year)

2A4: Annual Admissions--Minority Group (end of 2nd Qtr; once/year)

2A5: Annual Admissions--Recruited Athletes (end of 2nd Qtr; once/year)

2A6: Annual Admissions--Potentially Pilot Qualified (end of 2nd Qtr; once/year)

3A1: Honor Cases--By Wing

3A2: Honor Cases--By Class

3C1: Cadet Sexual Assault Allegations--By Wing

3C2: Cadet Sexual Assault Report--Formal vs. Confidential

3B: Cadet MEO by Category

3D1: Cadet Incident Report

5E: Operations Air Force Cumulative Days (end of 3rd Qtr; once/year)

7B: Honor Case Processing Time

7H: Significant Incident Report

8A: Prep School Admission--Selected Groups (end of 3rd Qtr; once/year)

8B: USAFA Entry Rate of Prep School Graduates--By Class Year (end of 3rd Qtr; once/year)

8C: USAFA Entrance Rate of Selected Preparatory School Groups--By Class Year (end of 3rd Qtr; once/year)

#	Measure	4th Class	3rd Class	2nd Class	1st Class	Total
2A1	Annual Admissions--Total Applicants	NA	NA	NA	NA	G/R
3A1	Honor Cases-by Wing	NA	NA	NA	NA	G/Y/R
3A2	Honor Cases--by Class	G/R	G/R	G/R	G/R	NA
3B	Cadet MEO (Formal) Cases	NA	NA	NA	NA	G/R
3C1	Cadet Sex Assault Allegations--By Wing	NA	NA	NA	NA	G/R
3C2	Cadet Sex Assault Report-- Formal vs. Confidential	NA	NA	NA	NA	NA
3D1	Cadet Incident Report	NA	NA	NA	NA	G/R
5E	Operation Air Force- Cumulative Days	G/R	G/R	G/R	G/R	NA
7B	Honor Cases Processing Time	NA	NA	NA	NA	G/Y/R
7H	Significant Incident Report	NA	NA	NA	NA	G/Y/R
8B	USAFA Entry Rate of Prep School Graduates--By Class Year	G/R	G/R	G/R	G/R	
#	Measure	Women	Minority	Athlete	Enlisted	Total
2A1	Annual Admissions- Total Applicants	NA	NA	NA	NA	G/R
2A2	Annual Admissions- Women	NA	NA	NA	NA	NA
2A3	Annual Admissions- Minorities	NA	NA	NA	NA	NA
2A4	Annual Admissions- Minority Group	NA	NA	NA	NA	NA
2A5	Annual Admissions- Recruited Athletes	NA	NA	G/R	NA	G/R
2A6	Annual Admissions- PPQ	NA	NA	NA	NA	NA
8A	Prep School Admission--Selected Groups	NA	NA	NA	NA	G/Y/R
8C	USAFA Entrance Rate of Selected Preparatory School Groups--By Class Year	NA	NA	NA	NA	NA

9.2.2. Summary-at-a-Glance Report For Measures Due NLT 30 days following end of Fall Semester.

3D2: Unfavorable Information Files--By Class

3E: Cadet Climate Survey

4A: Academic Review Committee

4D1: Cadet Grade Point Average—By Class

4D2: Cadet Grade Point Average—By Group

4E: Cadets Placed on Academic Probation -- By Class

5A: Superintendent's List

5B: OSS

5C: Cadets Placed on Conduct/Aptitude Probation--By Class

5D: MRC Results

6A1: Average PFT Score--By Class

6B: Physical Education Review Committee (PERC)

6C: Cadets Placed on Athletic Probation--By Class

7A: Annual Attrition--By Class

#	Measure	4th Class	3rd Class	2nd Class	1st Class	Total
3D2	UIF Status-all classes	NA	NA	NA	NA	G/R
3E	Cadet Climate Survey Results	NA	NA	NA	NA	NA
4A	Academic Review Committees by Year	NA	NA	NA	NA	G/R
4D1	Cadet GPA by Class	G/Y/R	G/Y/R	G/Y/R	G/Y/R	NA
4E	Cadets Placed on Academic Probation	G/R	G/R	G/R	G/R	NA
5A	Superintendent's List	NA	NA	NA	NA	G/Y/R
5B	OSS	NA	NA	NA	NA	G/R
5C	Cadets on Con/Apt Probation	G/Y/R	G/Y/R	G/Y/R	G/Y/R	NA
6A1	Average PFT Score - Each Class	G/R	G/R	G/R	G/R	NA
6B	PERC	G/R	G/R	G/R	G/R	G/R
6C	Cadets on Athletic Probation	G/R	G/R	G/R	G/R	NA
7A	USAFA Attrition-by Class	G/Y/R	G/Y/R	G/Y/R	G/Y/R	NA
#	Measure	Women	Minority	Athlete	Enlisted	Total
4D2	Cadet GPA by Group	NA	NA	NA	NA	NA
5D	Military Review Committee	NA	NA	NA	NA	G/Y/R
7A	USAFA Attrition-by Category	NA	NA	NA	NA	NA

9.2.3. Summary-at-a-Glance Report For Measures Due NLT 30 days following end of Spring Semester.

3A1: Honor Cases--By Wing

3A2: Honor Cases--By Class

3A3: Honor Probation Outcomes--By Wing

3B: Cadet MEO by Category

3C1: Cadet Sexual Assault Allegations--By Wing

3C2: Cadet Sexual Assault Report--Formal vs. Confidential

3D1: Cadet Incident Report

3D2: Unfavorable Information Files--By Class

3F: Average Number of Hours--By Class

3G: Average Number of Hours--By Class

4A: Academic Review Committee (includes an annual summary)

4B: Technical Vs Non-Technical Majors--By Class (Annual Report)

4C: First Assignment of USAFA Graduates by Career Area (Annual Report)

4D1: Cadet GPA--By Class (includes an annual summary)

4D2: Cadet GPA--By Group (includes an annual summary)

4E: Cadets Placed on Probation--By Class (includes an annual summary)

4F: Foreign Language Exposure and Frequency

4G: Foreign Language Proficiency as measured by DLPT

4H: Foreign language Enrollment--by Language

4I: Cultural Understanding

5A: Superintendent's List (includes an annual summary)

5B: OSS

5C: Cadets Placed on Conduct/Aptitude Probation--by Class (includes an annual summary)

5D: MRC Results--By Wing (includes an annual summary/by class)

5F: Graduate Active Duty Performance Survey (Annual Report)

5G1: Military Performance Average (MPA)--by Class

5G2: Military Performance Average (MPA)--by Group

6A1: Average PFT Score—By Class (includes an annual summary)

6A2: Average PFT Score for the Class of 20XX, by Year (Annual Report)

6A3: Average PFT Score for the Class of 20XX, by Gender (Annual Report)

6B: Physical Education Review Committee (PERC) (includes an annual summary)

6C: Cadets Placed on Athletic Probation--By Class

6D: Physical Education Aptitude--By Wing

7A: Annual Attrition--By Class (includes an annual summary)

7C: Faculty and Staff Demographics (Annual Report)

7D: Permanent Party Survey Results (Annual Report)

7E: Voluntary Disenrollment - by Class

7F: Medical Turn-back - By Reason

7G: Administrative Turn-back - By Reason

7I: OSI Investigation Times

7J: Tour Lengths

8D: USAFA Graduation-Prep School vs. Direct Entry--By Class Year

#	Measure	4th Class	3rd Class	2nd Class	1st Class	Total
3A1	Honor Cases-by Wing	NA	NA	NA	NA	G/Y/R
3A2	Honor Cases-by Class	G/R	G/R	G/R	G/R	NA
3A3	Honor Probation Outcomes	NA	NA	NA	NA	G/R
3B	Cadet MEO (Formal) Cases	NA	NA	NA	NA	G/R
3C1	Cadet Sexual Assault Allegations --By Wing	NA	NA	NA	NA	G/R
3C2	Cadet Sexual Assault Report --Formal vs. Confidential	NA	NA	NA	NA	NA
3D1	Cadet Incident Report	NA	NA	NA	NA	G/R
3D2	UIF Status-all classes	NA	NA	NA	NA	G/R
3F	Average Number of Hours --By Class	G/R	G/R	G/R	G/R	G/R
3G	Number hours for instructor and Cadets	G/R	G/R	G/R	G/R	G/R
4A	Academic Review Committees by Year	NA	NA	NA	NA	G/R
4B	Tech vs. Non-Tech Majors	NA	NA	NA	NA	G/R
4C	First Assignment of USAFA Graduates by Career Area	NA	NA	NA	NA	G/R
4D1	Cadet GPA by Class	G/Y/R	G/Y/R	G/Y/R	G/Y/R	NA
4E	Cadets Placed on Academic Probation	G/R	G/R	G/R	G/R	NA
4F	Foreign Language Exposure and Frequency	G/Y/R	G/Y/R	G/Y/R	G/Y/R	G/Y/R
4G	Foreign Language Proficiency as measured by DLPT	G/Y/R	G/Y/R	G/Y/R	G/Y/R	G/Y/R
4H	Foreign language Enrollment--By Language	G/Y/R	G/Y/R	G/Y/R	G/Y/R	G/Y/R
4I	Cultural Understanding - By Class	G/R	G/R	G/R	G/R	NA
5A	Superintendent's List	NA	NA	NA	NA	G/Y/R
5B	OSS	NA	NA	NA	NA	G/R
5C	Cadets on Con/ Apt Probation	G/Y/R	G/Y/R	G/Y/R	G/Y/R	NA
5F	Graduation Active Duty Performance by Year	NA	NA	NA	NA	NA
5G1	Military Performance Average (MPA) - by Class	NA	NA	NA	NA	NA

6A1	Average PFT Score - Each Class	G/R	G/R	G/R	G/R	NA
6A2	Average PFT Score - Class 20XX	G/R	G/R	G/R	G/R	NA
6A3	Average PFT Score, Class X - Gender	NA	NA	NA	NA	NA
6B	PERC	G/R	G/R	G/R	G/R	G/R
6C	Cadets on Athletic Probation	G/R	G/R	G/R	G/R	NA
6D	PEA	NA	NA	NA	NA	G/R
7A	Annual Attrition--By Class	G/R	G/R	G/R	G/R	NA
7E	Voluntary Disenrollment - by Class	NA	NA	NA	NA	NA
7F	Medical Turn-back - By Reason	NA	NA	NA	NA	NA
7G	Administrative Turn-back - By Reason	NA	NA	NA	NA	NA
7I	OSI Investigation Times	NA	NA	NA	NA	G/R
7J	Tour Lengths	NA	NA	NA	NA	G/R
8D	USAFA Graduation-Prep School vs. Direct Entry--By Class Year	G/R	G/R	G/R	G/R	G/R
#	Measure	Women	Minority	Athlete	Enlisted	Total
4D2	Cadet GPA by Group	NA	NA	NA	NA	NA
5G2	MPA--by Group	NA	NA	NA	NA	NA
7A	USAFA Attrition-by Category	NA	NA	NA	NA	NA
5D	Military Review Committee	NA	NA	NA	NA	G/Y/R
7C	Faculty & Staff Demographics	NA	NA	NA	NA	NA
7D	Permanent Party Survey Results	NA	NA	NA	NA	NA

9.3. Summary-at-a-Glance Thresholds. The color assessments for each measure that appears on the Summary-at-a-Glance Report will be determined by referring to the pre-established set of criteria for each color and measure presented below.

9.3.1. Summary-at-a-Glance Threshold Key. The following key will be used to determine the appropriate color for each box on the Summary-at-a-Glance Charts in paragraph 9.2. NOTE: Only measures, which are allowed by law and policy to have associated goals/thresholds, have been included in the charts below.

Summary-at-a-Glance Thresholds Chapter 2:

Ch 2	Measure	How Measured	Green	Yellow	Red
2A1	Annual Admissions- Total Applicants	Total #	$\geq 2,100$	NA	$< 2,100$
2A5	Annual Admissions- Recruited Athletes	% of Cadets Admitted	$\leq 25\%$	NA	$> 25\%$

Summary-at-a-Glance Thresholds Chapter 3:

Ch 3	Measure	How Measured	Green	Yellow	Red
3A1	Honor Cases-by Wing	% Cases of Cadet Wing	$\leq 2\%$ of Cadet Population	NA	$> 2\%$ of Cadet Population
3A2	Honor Cases-by Class	% Cases by Class			
	1st, 2nd, 3rd Class		$\leq 1\%$	NA	$> 1\%$
	4th Class		$\leq 2\%$	NA	$> 2\%$
3A3	Honor Probation Outcomes	# Completed on Schedule	$\geq 80\%$ successful outcomes	NA	$< 80\%$ successful outcomes
3B	Cadet MEO (Formal) Cases	# Formal Complaints	0	NA	> 0
3C1	Cadet Sex Assault Allegations	# Allegations	0	NA	> 0
3D1	Cadet Incident Report	% of Cadet Population per semester	$\leq 2\%$	NA	$> 2\%$
3D2	UIF Status-all classes	% of Cadet Population per semester	$< .2\%$.2%-.4%	$> .4\%$
3F	Average # Hours-- By Class	% of Cadets per year	$\geq 90\%$ cadets receive 8 hours per cadet per year	NA	$< 90\%$ cadets receive 8 hours per cadet per year
3G	# Hours for Instructor and Cadets	% of cadets and instructors	$\geq 90\%$ of either cadets or instructors receive 3 hrs of training per year	N/A	$< 90\%$ of either cadets or instructors receive <3 hrs of training per year

Summary-at-a-Glance Thresholds Chapter 4:

Ch 4	Measure	How Measured	Green	Yellow	Red
4A	Academic Review Committees by Year	% of Cadets Removed Annually	≤1%	NA	>1%
4B	Tech vs. Non-Tech Majors	% of Accession Target	≥ Accession Target	NA	>2 (or 10% whichever is greater) below the production rate requirement for any degree
4C	First Assignment of USAFA Graduates by Career Area	% of Cadets Assigned at Wing Level or Below	100% Approved Assignments at Wing or Below	NA	>0 Unapproved Assignments Above the Wing
4D1	Cadet GPA by Class	GPA Average	>2.9	2.5-2.9	<2.5
	4th Class		>2.9	2.5-2.9	<2.5
	3rd Class		>2.9	2.5-2.9	<2.5
	2nd Class		>2.9	2.5-2.9	<2.5
	1st Class		>2.9	2.5-2.9	<2.5
4E	Cadets Placed on Academic Probation	% of Cadet Population			
	4th Class		≤30	NA	>30
	3rd Class		≤20	NA	>20
	2nd Class		≤15	NA	>15
	1st Class		≤10	NA	>10
4F	Foreign Language Exposure and Proficiency - by Year	% Cadets w FLP	≥15%	10-15%	<10%
4G	Foreign Language Proficiency as Measured by DLPT	% Cadets ≥ 2/2	>5%	3-5%	<3%
4H	Foreign Language Enrollment - by Language	% Cadets in Language, by Language	>30%	25–30%	<25%
4I	Cultural Understanding - By Class	# Cadets in Specific Major or Received Cross-Cultural Training	Positive Trend	NA	Negative Trend

Summary-at-a-Glance Thresholds Chapter 5:

Ch 5	Measure	How Measured	Green	Yellow	Red
5A	Superintendent's List	% of Class per Semester	>6%	4-6%	<4%
5B	Outstanding Squadron System (OSS) Results	# per month	0	0-2	>2
5C	Cadets on Con/Apt Probation	% of Cadet Population			
	4th Class		≤.5%	.5-2%	>2%
	3rd Class		≤.5%	.5-2%	>2%
	2nd Class		≤.5%	.5-2%	>2%
	1st Class		≤.5%	.5-2%	>2%
5D	Military Review Committee	% of Cadet Population	<.1%	.1-.2%	>.2%
5E	Operation Air Force-Summer Programs	Cumulative Days, by Class	>50	NA	≤50
5G1	MPA--By Class	Average GPA	>2.9	2.5-2.9	<2.5

Summary-at-a-Glance Thresholds Chapter 6:

Ch 6	Measure	How Measured	Green	Yellow	Red
6A1	Average PFT Score - Each Class	Average Class Score			
	4th Class		≥290	NA	<290
	3rd Class		≥300	NA	<300
	2nd Class		≥310	NA	<310
	1st Class		≥315	NA	<315
6A2	Average PFT Score - Class 20XX	Average Class Score			
	4th Class		≥290	NA	<290
	3rd Class		≥300	NA	<300
	2nd Class		≥310	NA	<310
	1st Class		≥315	NA	<315
6B	PERC - Cadet Wing	% of Cadet Population	≤1%	NA	>1%
6C	Cadets on Athletic Probation - Cadet Wing	% of Cadet Population	≤10%	NA	>10%
6D	PEA	% of the Wing Population	>30% of cadets >3.0 PEA	10-30%	<10% of cadets >3.0 PEA

Summary-at-a-Glance Thresholds Chapter 7:

Ch 7	Measure	How Measured	Green	Yellow	Red
7A	USAFA Attrition-by Class	% of Class Population (cumulative)			
	4th Class		<11%	NA	≥11%
	3rd Class		<6%	NA	≥6%
	2nd Class		<5%	NA	≥5%
	1st Class		<3%	NA	≥3%
7B	Honor Cases Processing Time	# Days to Process	<60	60-90	>90

Summary-at-a-Glance Thresholds Chapter 8:

Ch 8	Measure	How Measured	Green	Yellow	Red
8B	USAFA Entry Rate of Prep School Graduates	% of Prep School Grads who Attend USAFA	≥ 67 , not $> 80\%$	NA	$< 67\%$ or $> 80\%$
8D	USAFA Graduation Rate--Prep School vs. Direct Entry -- By Year	% of Prep School Attendees Who Graduate	$\leq 5\%$ within entry rate	NA	$> 5\%$ outside direct entry rate

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Attachment 1**PERFORMANCE MEASUREMENTS THRESHOLDS**Chapter 2: Admissions

2A1: Annual Admissions--Total Applicants

Goal: Based on Congressional and SecAF guidance and 4-year attrition forecast

Threshold: Green $\geq 2,100$, Yellow-NA; Red $< 2,100$

2A5: Annual Admissions--Recruited Athletes

Goal: 25%

Threshold: Green $\leq 25\%$, Yellow-NA; Red $> 25\%$

Chapter 3: Character Development

3A1: Honor Cases--By Wing

Threshold: Green $\leq 2\%$ of cadet population; Yellow-NA; Red $> 2\%$ of cadet population

3A2: Honor Cases--By Class

Thresholds: Green $\leq 1\%$ 1st/2nd/ 3rd Class cadets, $\leq 2\%$ 4th Class; Yellow - NA; Red $> 1\%$ 1st/2nd/ 3rd Class cadets, $> 2\%$ 4th Class

3A3: Honor Probation Outcomes

Goal: $\geq 95\%$ successful probation completions

Threshold: Green $\geq 80\%$ successful probation completions; Yellow-NA; Red $< 80\%$ unsuccessful probation completions

3B: Cadet MEO Cases (Formal Complaints)--By Category

Thresholds: Green = 0; Yellow-NA; Red > 0

3C1: Cadet Sexual Assault Allegations

Goal: 0 Allegations

Threshold: Green = 0; Yellow-NA; Red > 0

3D1: Cadet Incident Report

Goal: 1% of cadet population

Threshold: Green $\leq 2\%$; Yellow-NA; Red $> 2\%$

3D2: Unfavorable Information File (UIF) Status

Goal: $< .2\%$ of cadet population per semester

Threshold: Green $< .2\%$ of cadet population per semester; Yellow .2 - .4%; Red $> .4\%$ of cadet population per semester

3F: Average Number of Hours--By Class.

Goal: 100% of cadets engage in interactive character based learning processes each year

Threshold: Green $\geq 90\%$ of cadets receive 8 hours of character-based instruction each year; Yellow-NA; Red $< 90\%$ of cadets receive 8 hours of character-based instruction each year

3G: Number Hours for Instructor and Cadets

Goal: 3 hours per person

Threshold: Green $= \geq 90\%$ of either cadets or instructors receive 3 hours of training in a year; Yellow-NA; Red $< 90\%$ of either cadets or instructors receive < 3 hours of training in a year

Chapter 4: Educational Development

4A: Academic Review Committees--By Year

Goal: $\leq 1\%$ disenrolled annually

Threshold: Green $\leq 1\%$ disenrolled annually; Yellow-NA; Red $> 1\%$ disenrolled annually

4B: Technical Vs Non-Technical Majors--By Class

Goal: = accession target

Threshold: Green \geq accession target; Yellow-NA; Red > 2 (or 10% whichever is greater) below the production rate requirement for any degree

4C: First Assignment of USAFA Graduates--By Career Area

Goal: 100% at wing level and below

Threshold: Green 100% approved assignments wing level and above; Yellow-NA; Red = Any unapproved assignments above wing level

4D1: Cadet Grade Point Average--By Class

Goal: ≥ 2.9

Threshold: Green > 2.9 ; Yellow $> 2.5-2.9$; Red < 2.5

4E: Cadets Placed on Academic Probation--By Class

Goal: 0 on academic probation

Thresholds: 4th Class: Green $\leq 30\%$ on probation; Yellow - NA; Red $> 30\%$ on probation

3rd Class: Green $\leq 20\%$ on probation; Yellow - NA; Red $> 20\%$ on probation

2nd Class: Green $\leq 15\%$ on probation; Yellow - NA; Red $> 15\%$ on probation

1st Class: Green $\leq 10\%$ on probation; Yellow - NA; Red $> 10\%$ on probation

4F: Foreign Language (FL) Exposure and Proficiency--By Year

Goal: $\geq 15\%$ of each graduating class earn an FL minor

Threshold: Green $> 15\%$; Yellow 10-15%; Red $< 10\%$ of cadets graduating without an FL minor

4G: FL Proficiency as measured by the DLPT--By Year

Goal: $\geq 5\%$ of each graduating class proficient at the 2/2 level

Threshold: Green $> 5\%$; Yellow 3-5%; Red $< 3\%$ of each graduating class proficient at the 2/2 level

4H: Foreign Language Enrollment--By Language

Goal: 30% of total enrollment in high-priority languages

Threshold: Green $> 30\%$; Yellow 25-30%; Red $< 25\%$ of total enrollment in high-priority languages

4I: Cultural Understanding--By Class

Goal: Positive trend in total number of cadets

Threshold: Green = Positive trend; Yellow - NA; Red = Negative trend

Chapter 5: Leadership Development

5A: Superintendent's List--By Semester

Goal: >6%

Threshold: Green >6%; Yellow 4-6%; Red <4%

5B: Outstanding Squadron System (OSS) Results

Goal: 0 unsatisfactory

Threshold: Green 0; Yellow 0-2; Red >2 unsatisfactory

5C: Cadets Placed on Conduct/Aptitude Probation--By Class

Goal: <.5% of cadet population

Threshold: Green <.5%; Yellow .5-2%; Red >2%

5D: MRC Results

Goal: <.1% of cadet population/semester

Threshold: Green <.1%; Yellow .1-.2%; Red >.2% of cadet population/semester

5E: Operations Air Force--Cumulative Days

Goal: 68 days

Thresholds: Green >50; Yellow - NA; Red \leq 50

5G1: MPA--By Class

Goal: 2.9 MPA

Threshold: Green >2.9; Yellow 2.5-2.9; Red <2.5

Chapter 6: Athletic Development

6A1: Average PFT Score for each Class

Goal: \geq 350

Thresholds: Green 4th Class \geq 290, 3rd Class \geq 300, 2nd Class \geq 310, 1st Class \geq 315; Yellow - NA; Red 4th Class <290, 3rd Class <300, 2nd Class <310, 1st Class <315

6A2: Average PFT Score for the Class 20XX

Goal: \geq 350 points

Thresholds: Green 4th Class ≥ 290 , 3rd Class ≥ 300 , 2nd Class ≥ 310 , 1st Class ≥ 315 ; Yellow - NA; Red 4th Class < 290 , 3rd Class < 300 , 2nd Class < 310 , 1st Class < 315

6B: Physical Education Review Committee (PERC)

Goal: 0 meet a PERC

Threshold: Green $\leq 1\%$ Yellow - NA ; Red $> 1\%$

6C: Cadets Placed on Athletic Probation--By Wing

Goal: 0 cadets on Athletic Probation

Threshold: Green $\leq 10\%$; Yellow - NA; Red $> 10\%$

6D: Physical Education Aptitude--By Class

Goal: $> 30\%$ of wing with > 3.0 PEA

Threshold: Green $> 30\%$ > 3.0 ; Yellow 10-30%; Red $< 10\%$ > 3.0

Chapter 7: General Governance

7A: USAFA Attrition--By Class

Goal: $\leq 25\%$ cumulative/class

Thresholds: Green 4th Class $< 11\%$, 3rd Class $< 6\%$, 2nd Class $< 5\%$, 1st Class $< 3\%$; Yellow -NA; Red 4th Class $\geq 11\%$, 3rd Class $\geq 6\%$, 2nd Class $\geq 5\%$, 1st Class $\geq 3\%$

7B: Honor Cases Processing Time--By Wing

Goal: ≤ 60 days

Threshold: Green = All cases < 60 days; Yellow = 1 or more cases 60-90 days; Red = 1 or more cases > 90 days

Chapter 8: Air Force Academy Preparatory School

8B: USAFA Entry Rate of Prep School Graduates--By USAFA

Goal: 70%

Threshold: Green $\geq 67\%$, but not greater than 80%; Yellow-NA; Red $< 67\%$ or $> 80\%$

8D: USAFA Graduation Rate--Prep School vs. Direct Entry--By Year

Goal: Within 5% of the direct entry graduation rate

Threshold: Green $\leq 5\%$ within the direct entry rate; Yellow-NA; Red $> 5\%$ of direct entry rate

Attachment 2

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DODD 1350.2, *Department of Defense Military Equal Opportunity (MEO) Program*

AFMAN 37-123, *Management of Records*

Abbreviations and Acronyms

AFI—Air Force Instruction

ART—Academy Response Team

MEO—Military Equal Opportunity

PPQ—Potentially Pilot Qualified

USAF—United States Air Force Academy

OSI—Office of Special Investigations

Terms

Minority—Includes the categories defined as follows (*DODD 1350.2, August 18, 1995*):

- **American Indian or Alaskan Native.**—A person having origins in the original peoples of North America.

- **Asian or Pacific Islander.**—A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes China, India, Japan, Korea, the Philippine Islands, and Samoa.

- **Black (Not of Hispanic Origin).**—A person having origins in any of the original peoples of Africa.

- **Hispanic.**—A person having origins in any of the original peoples of Mexico, Puerto Rico, Cuba, Central or South America, or of other Spanish cultures, regardless of race.

Minorities or Minority Group (for purposes of this AFI)—Includes each category listed above as defined in *DODD 1350.2, August 18, 1995* (American Indian or Alaska Native, Asian or Pacific Islander, Black not Hispanic, Hispanic) with the exception of Women (to prevent redundancy).

Sexual Harassment—A form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career or (quid pro quo harassment). Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person or (quid pro quo harassment). Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment. This definition emphasizes that workplace conduct, to be actionable as "abusive work environment" harassment, need not result in concrete psychological harm to the victim, but rather need only be so severe or pervasive that a reasonable person would perceive--and the victim does perceive-- the work environment as hostile or offensive. ("Workplace" is an expansive term for military members and may include conduct on or off duty, 24

hours a day.) Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence or affect the career, pay or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments (such as slurs or jokes), written communications (such as emails or cartoons), gestures or physical contact of a sexual nature in the workplace is also engaging in sexual harassment. (*DODD 1350.2, August 18, 1995*)

Sexual Assault—Any of several offenses of a sexual nature, committed without the lawful consent of the victim, that are punishable as crimes under the Uniform Code of Military Justice (UCMJ) or relevant state law. The offenses included within the term “sexual assault” include rape and carnal knowledge (Article 120, UCMJ) forcible sodomy (Article 125, UCMJ), and assault with intent to commit rape or sodomy, indecent assault, and indecent acts or liberties with a child (Article 134, UCMJ), or substantially similar offenses, or an attempt to commit any of these offenses.